Impact of Inclusion Practices on Women Executives of Public Sector Undertakings in Ministry of Petroleum & Natural Gas

Synopsis of the Research
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Proposed Summary

Diversity, Equality and Inclusion (DE&I) are the buzz words in the corporate sector globally. Studies have proven that organizations gain in numerous ways when they have a diverse workforce hence many focused attempts at enhancing the diversity and equality have been made. Diversity can only give meaningful desired results if it is managed properly and that is where inclusion comes in. Diversity could be measured with specific ratios but it is the inclusion which still eludes a concrete model of measuring its impact. While diversity is a very large construct today, we focus on only women as they form an important part of the workforce and due to pandemic whatever efforts had been done in DE&I aspects, seem to have diminished. Women are being hired in large numbers for diversity but they are leaving the organizations at a much faster pace thus leaving the women talent pipeline broken.

While the private sector companies are focused on diversity & inclusion practices to build their employer brand and enhance their corporate standing whereas public sector undertakings in India are largely owned by the government with a mission to fulfill the socialist intent of the Constitution and building of national wealth. While the government has laid down many statutes for the equal opportunity to women and provided them with various facilities like safe workplaces and leaves for maternity but the impact of these and other initiatives have never been studied in detail especially in context of women executives who, if retained, will probably fill up the leadership positions. Through this study an effort is being planned to make a minor input in the area of inclusion practices and their impact in PSUs with a hope that it might aid in some major policy decision for working conditions for women impacting their expansion, retention and building of a women talent pipeline.

1 Table of Contents

1 Introduction 4
1.1 Background 4
1.2 Inclusion Practices 5
1.3 Public Sector Undertakings 6
1.3.1 Women Executives in PSUs 7
1.3.2 PSUs under Oil and Gas Sector 8
2 Literature Review 9
2.1 Defining Inclusion 9
2.2 Inclusion Practices 10
3 Present Study 12
3.1 Statement of the Problem 12
3.1.1 Inclusion of Women- A global scenario 12
3.1.2 Inclusion of Women- Indian Perspective 13
3.2 Significance / Rational of the Study 14
3.3 Objectives of the Study 14
3.4 Hypotheses 15
4 Methodology 15
4.1 Research Design 15
4.2 Sample/ Participants 16
4.3 Exclusion: 16
4.4 Data Collection: 17
4.5 Ethical Considerations: 18
5 Data Analysis / Discussion 18
6 Limitations & Delimitations 19
7 Work Plan of the Research 19

1 Introduction

It will now take 135.6 years to close the gender gap worldwide due to the decline of minus 0.6% in the pandemic years resulting in the decline in the performance of large countries [1]. As per Gender Gap Index, 2021 of World Economic Forum, India ranks at 140, sliding down by 28 ranks, in the total list of 156 countries. On top of this, the Women Executives in India leave their jobs at almost double the rate of their representation in the workforce which is about 7% [2]. Numerous studies in India and abroad have been conducted which bring out the fact of underrepresentation of women predominantly in Engineering and IT sectors and at the same time the current focus on diversity in the workforce is making sure that high numbers of women are being recruited in the entry level to meet the diversity goals of the organisation [2].

1.1 Background

The term Diversity emerged in 1960s in the USA and became popular in 1980s and it referred to changes in demographic characteristics of the labour force and work organizations, particularly race, ethnicity, and sex [3]. Global efforts like *The Convention on Elimination of all forms of Discrimination against Women* (CEDAW)-an international treaty adopted by The United Nations General Assembly on 18th December 1979 gave impetus to having a diverse workforce and focus was mainly women. Over the span of few years, it was observed that, women or other diverse minorities who were hired, either left the Organisations or were rarely given the chance to be at the higher management levels. The expression "glass ceiling" was invented by The Wall Street Journal magazine and it refers to obstacles that seem to exist, which hold both women and minority groups back from reaching the upper levels of the corporate management [4]. Thus, to bring in more productivity, mere hiring diverse workforce doesn't solve the issue but taking care of the diverse workforce by recognizing their stress factors, safety and providing equal opportunity for growth also becomes equally essential. This state is called inclusion, without which newcomers, especially if from underrepresented groups, may feel like the outsider within [5]. Without diversity or inclusion management, it's similar to people being called over for a dance party but not asked to dance or not providing the music and/or the dance floor!

Diversity and Inclusion have been researched on many accounts. While diversity is something which can be measured objectively, it is Inclusion which is something intrinsic and can be assessed in different perspectives. As per a blog site harver.com “Diversity can be defined as the traits or characteristics of an individual. Inclusion is the behaviors that ensure the team feels welcomed.”

Many studies [6] have indicated that few of the positive effects of diversity include enhanced creativity, innovation, improved workplace commitment, increased retention and is the key to a healthy business [7] & [8]. So, it is not just diversity management but how the diverse workforce is included in the day to day affairs of the organisation, becomes crucial to achieve the expected positive result. Studies previously done by [9], [10], [11] and [12] have clearly indicated the while diversity brings in positive outcomes, inclusion management is the means to achieve this outcome. Although the phrases diversity and inclusion have historically been used synonymously, diversity refers to the makeup of individual distinctions within a group or organisation (e.g., colour, ethnicity, gender, and educational attainment) [13], [14] and [15]. The level of inclusion, on the other hand, refers to how much staff members feel valued for their distinctive qualities and a sense of belonging, making them feel comfortable presenting their "real selves" within the workplace or enterprise [10], [11] and [16]. Diversity management is referred to as organizations' use of recruitment tactics, training, and mentoring programmes to develop a more diverse workforce [15]. While inclusion management is the degree to which a company develops rules and practices that not only acknowledge employees' unique skills but also promote each employee's active engagement in all formal and informal organizational activities [10],[11].

1.2 Inclusion Practices

Focus is now on the inclusion practices as without the right environment the diversity issue remains just a check box in an organization’s list. Inclusion requires various initiatives at all levels, right from recruitment practices to the internal growth of all employees. It is not only meant for the diverse workforce but even the majority workforce comprising of men benefit from working in an inclusive environment as it impacts the overall culture of the organisation. India's economy is expanding rapidly. On June 2022, Chief Economic Advisor (CEA) V. Anantha Nageswaran

predicted that India's economy would reach $5 trillion in 2026–2027 and $10 trillion in 2033–2034 [17]. India's demographics, urbanization, use of technology, financial inclusion, and widespread consumption are to account for this increase. Despite this expansion, as of 2021-22, less than one-quarter (19%) of women aged 15 and older were working, compared to 70.0% of men. A study by Deloitte as quoted by Catalyst 2022 report [18] states that only 7.7% board positions were held by women executives and 4.7% are women CEOs in 2021 in India, a number that has increased marginally from 3.2% as compared to 2014. This could be general awareness about the benefits of diversity or it could be the result of certain imposed jurisdictions which mandate the organizations to include women as directors in the board [19]. Many studies have attempted to list down diversity management practices and also tried to figure out the intrinsic and extrinsic process which could be labelled as Inclusion Practices. Metrics for Diversity management were comparatively easier to build in the processes with objectives around the recruitment, minimum representation across levels, adhering to the compliances for diverse workforce etc., In-built job rotations and transfers of employees in different working cultures, discrimination free work environment, work-life balance, flexi-time, trainings to minimize the bias and stereotyping of women, mentoring, sponsoring, networking opportunities and facilitating working women are few ways to enhance the inclusive environment of any workplace.

1.3 Public Sector Undertakings

Indian public sectors undertakings (PSUs), also known as Central Public Sector Enterprises (CPSEs) are owned by the central government and they follow the Indian legal framework as mandated. A government entity which is also known as government-owned enterprise or government-owned corporation or statutory corporation or government-owned-company or nationalized company in India is a Statutory Corporation, companies and other bodies in which Government of India has a Financial or Controlling Interest or is established by the government with the objective of development, aim to control monopoly by the private sector entities, offer products and services at an affordable price to the citizens along with the role to earn profit for the government is called a Public Sector Undertaking (PSU) or a Public Sector Enterprise (PSE). These establishments are wholly or partly owned by the Government of India and/or one of the many state or territorial governments.[20] PSUs were established in India to justify the socialist nature of the country. The

PSUs main motive is to generate employment, public service and building of the nation economically and socially. These PSUs do not deny equal opportunity to men and women and also give high job security [21]. These originations are not supposed to be differentiating between genders, caste, religion, and ethnicity of any candidate applying for any vacancy with a defined criteria of minimum qualification, age and relevant experience in the gambit of legislative regulations of reservations & quotas. The laws around wages & compensation, Occupational health and safety, Industrial Relations and Social Security are strictly applied and followed. Laws supporting the inclusive environment like equal opportunity, equal pay for equal work, paid maternity leave, and prevention of sexual harassment at workplace are all in place in PSUs, making sure that gender diversity is managed in such organizations by providing a safe working environment. Department of Public Enterprises confers the status of Maharatna, Navratna and Miniratna to the PSUs according to their financial performance and growth [22].

1.3.1 Women Executives in PSUs

PSUs in India are an equal opportunity employers, so qualified candidates get an equal chance to get selected. There are certain reservations and quotas on the basis of caste, tribe and national level sports player but no quotas for women at the entry and middle management levels exists. Forum of Women in Public Sector (WIPS) was created under the aegis of SCOPE on 12th February, 1990 and is focusing on the issues related to advancement of women in public sector [23]. Quoting from a 2010 news article of an economic newspaper, Mint, “Among the first tasks the organization of women in public sector firms plans to undertake this year is prepare a list of competent women who can take charge as independent directors, says Reena Ramachandran, founder member of WIPS, who also holds the distinction of becoming the first woman in the public sector to get elevated to managing director at Hindustan Organics Ltd. She insisted that affirmative action was the only way to increase numbers. It had also requested SCOPE to map women’s competency skills across companies. She was further quoted “Usually, the question asked is, where are the women?” Also, in the same article “In June, Ms. Pratibha Patil, India’s first woman president, promised that her government will make “concerted efforts to increase representation of women in Central government jobs"” [24]

Since October 1, 2014, the legislation of India's quota policy has required listed firms to have at

least one female director [19]. In light of this, any publicly traded businesses with equity capital of more than USD 1.5 million and net worth greater than USD 3.8 million are subject to India's new gender quota regime. Even with such statues in place, women are underrepresented across sectors, including: core, which encompasses infrastructure-related sectors like oil and gas (7%); automotive (10%); pharmaceutical and healthcare (11%); and information technology (28%) [18].

1.3.2 PSUs under Oil and Gas Sector

All Indian PSUs in the Oil & Gas Sector come under the aegis of The Ministry of Petroleum & Natural Gas. The Ministry of Petroleum & Natural Gas (MoPNG) is concerned with exploration and production of Oil & Natural Gas, refining, distribution and marketing, import, export and conservation of petroleum products. As per the official website of the ministry, there are 12 PSUs listed along with one subsidiary and 9 organizations under ‘Others’ [25]. Data regarding the PSU’s Directors is also given on the same web page. Out of these 12 PSUs, 7 of them have been given the status of Maharatna and Navratna [22].

2 Literature Review

In recent years, the amount of literature on inclusion has grown significantly and mostly these have been done in developed countries. As in a recent study [12] Mor Barak's theories have been the basis for numerous investigations that have developed and tested various aspects of her framework. Similar to this, Ferdman and his associates have written extensively on the benefit of inclusion and the significance of inclusionary practices [26]. There has been a recent boom of theories regarding the particular actions and attitudes that lead to inclusive workplace environments. Many of these concepts still have not come together into a distinct group of constructs that can be empirically tested.

2.1 Defining Inclusion

Various definitions of Inclusion have been tabulated in one of the studies on Inclusive Workplace [27] and the two columns match between the researchers and their definition in the following manner – "Geiger and Jordan (2014) 'Inclusion refers to a relationship between actors and recipients, and because those doing the including are often privileged'; Fujimoto et al. (2013) 'The definition of inclusion at the organizational level often adopts "work perspective"'; Ferdman (2013) "Inclusion at work has to do with how organizations, groups, their leaders and their members provide ways that allow everyone, across multiple types of differences, to participate, contribute, have a voice, and feel that they connected and belong, all without losing individual uniqueness or having to give up valuable identities or aspects of themselves"; Mor Barak (2011) "the degree to which individuals feel a part of the critical organizational processes, such as access to information, connectedness to co-workers and ability to participate in and influence the decision-making processes"; Giovannini (2004) "Inclusion includes acknowledgement and utilization of these individual differences in their work environment, such that the individual is engaged and his/her performance is subsequently enhanced"; Lirio et al. (2008) "Inclusion is a belief that an employee develop about an organization's efforts regarding how they are included in the mission and operation of the organization in accordance with their talents"".

One foundational study on inclusion & diversity in work groups [12] used Brewer's Social Science

theory of Optimal Distinctiveness Theory, according to which social identity is the balancing of the conflicting desires for assimilation and individuality. Social identities, in contrast to personal identities, which are the individuated self, are the self in social units, where "I" becomes "us." It mentions that women along with other minorities have limited opportunities to belong to groups which occupy higher levels within the organisation and so defined Inclusion as a construct of belongingness to a group while having one's own uniqueness. A 2*2 matrix is presented in their study which defines the outcome based on the variables of belongingness and uniqueness.

The construct of Inclusion has been defined by many researchers but despite the importance of inclusion being mentioned by the majority of experts, no studies of the public sector have empirically examined its effects on performance beyond diversity management [28].

2.2 Inclusion Practices

It was the Inclusion practices which are a grey area as even if such practices are not part of any HR policy, the organisation still could be practicing an inclusive working culture [29]. Inclusion goes beyond harboring diversity, it is a gradual and incremental change at various levels of the organisation culture and the change can be possible through inclusive leadership through systemic, cultural and behavioural constructs; from seemingly simple things like changing the language in corporate communication to formal policies and practices could bring about a desired change [2]. In a study conducted to research on gender inclusion, it was observed that in India, while the real estate, communications, and travel industries have historically been dominated by men, retention of women employees is a real problem for IT-based software engineering organizations at the middle level despite recruiting more women at the entry level [2]. One of the studies [30] have mentioned Blue & Smith, 1988 that the women in workplaces are either are stereotyped in a less technical role and at times not promoted due to biases and assumptions of women being more focused on family and may not be open to travel. It would be suitable to mention a quote of 2010 by Ms Rachel Mathews, chief manager at Indian Oil Corp. Ltd and the then president of WIPS, who listed corporate social responsibility among "soft jobs" and said women need greater visibility in tougher assignments. "Today many of the young engineers would like to be mainstreamed into main functions of production line. But women are sidelined in soft jobs, such as HR (human resources), services and sales [24].

While studying the inclusion practices and processes of five large organizations across diverse sectors where women are underrepresented drew up a list of various Workplace practices to foster inclusivity and the five main categories were – formal/informal practices to help women meet family care responsibilities, policies to ensure physical & psychological safety for women, creation of lateral and informal avenues for open communication, generalized communicative messages by top management and particularized communicative messages addressing appropriate/inappropriate behaviour traits [2]. On the similar lines, Handbook of Research on Human Factors in Contemporary Workforce Development has chapter [31], which discusses programmes that are frequently devised and executed by organizations for their female workforce and their senior leaders in an effort to achieve gender parity. It also examines the state of gender diversity in the workplace today and lists few interventions to support the women in workplace. The list includes – flexible working, Returnship Program (R), networking programs, training of female workforce and coaching to feed the female pipeline. It also mentions some interventions for the senior leaders like managing unconscious bias and gender diversity, managing diverse teams and training for the same, shadow coaching, establishing the mentor role and introducing the sponsor. In another study of Diversity Management in India in organizations having different ownership forms and belonging to different industrial sectors [29], the authors listed similar initiatives and informal practices for diversity management (DM) and inclusion as a separate construct had not emerged in 2010, so the word itself finds no mention in this study. This study discusses about approaches to manage diversity and they are – Strategic DM and valuing DM for competitiveness, DM for social justice that goes beyond legal compliances but not yet a part of strategic HRM, Affirmative Actions like setting a ration for diversity which is beyond legal compliance but more from a gender approach, fourth approach is the legal compliance and the fifth is ad-hoc approach which is DM issue to be dealt with as it comes at operational level.

Considering that inclusion practices are as per the perception of the work groups in an organisation [16], another research elaborates on critical role of workplace inclusion in promoting innovation, job satisfaction, and quality of care [32] as there was a significant impact of inclusion practices on the outcomes. A preceding study highlighted that it was important to enhance leadership communications with employees to promote workplace inclusivity [33].

3 Present Study

3.1 Statement of the Problem

Looking at various published resources and through the literature review it may be established that women are hardly represented at the top management levels of PSUs.

There is a noticeable lack of Women executives' talent pool and pipeline in PSUs under the aegis of Ministry of Petroleum & Natural Gas (MoPNG).

The perceived importance of inclusive laws, policies and practices in PSUs requires more clarity in view of the less representation of women at executive levels.

By exploring the awareness around the existing inclusion practices and to explore if more such practices could impact the turnover intentions and increase the talent pool and pipeline of women executives of the PSUs under MoPNG.

3.1.1 Inclusion of Women- A global scenario

The oft stated that it is the managers who are responsible to creating an environment which impacts the career of not only the women employees but also all employees. With the world changing after the pandemic, the expectations from women and the expectations of women in work force have changed. The terms like 'the great break-up' and 'broken rung' have been coined by LeanIn.org and Mckinsey & Inc. Great break-up is when women executive leave their organizations or 'break-up' with their employers for better working opportunities and 'broken-rung' is the break in the diverse talent pipeline where women leave in the middle management and thus there is no or minimal representation of women in the leadership roles or in the senior management roles [34].

To retain the women workforce and have a robust and diverse talent pipeline it becomes imperative for today's organizations, be it a private sector or a public sector organisation, to have a work environment which is fulfilling the career aspirations of employees and is more inclusive.

Many initiatives have been listed out by the Women at Workplace Report of 2022 by Mckinsey & Inc and LeanIn.org and the survey on which the report is based covers 333 companies across the

United States and Canada.

3.1.2 Inclusion of Women- Indian Perspective

No significant studies of this nature have been conducted in India [2]. Considering the various initiatives for enhancing diversity and inclusion, this study plans to survey the practices adopted by the PSUs in Petroleum and Natural Gas Ministry in India and also the impact of these inclusion practices in particular on the women executives in terms of expansion, retention and building a pipeline of women talent.

Women in India are governed by different cultural biases relating to safety-related standards and expectations for family roles as compared to the western culture. On the other hand, women are expected to be the primary care givers of the family which is very common across the varied cultures [2]. So while devising any inclusion practices, the cultural aspects which are unique to India would have to be considered to make an impact. In PSUs, many practices and policies are in place due to various laws and statues like Maternity Benefit Act, Prevention of Sexual Harassment of Working Women at Workplaces and equal pay for equal work but despite that due to social norms, women are more likely to be viewed adversely if they seek professional advancement or are thought to prioritize work above their families. Various studies have indicated that the an inclusive organisation should ideally have employees who are motivated, engaged, have high organisation commitment however, unless they feel or perceive that the organization's overall practices of diversity management are positive, it is unlikely to be reflected into a positive organizational citizenship behaviour toward that organisation [8].

The study proposes to assess the organizations' status on inclusion practices and based on that understand and analyze the impact it is creating on the women executives. It is thus proposed to study and collect data with respect to various inclusion practices by comparing them with the widely accepted inclusion practices and analyze the impact of such initiatives by assessing the expansion, retention and availability of women talent pipeline in the PSUs of MoPNG. Therefore, the following variables are proposed –

Independent Variable: Awareness of Inclusion Practices and Perceived Importance of Inclusion Practices

Dependent Variables: Impact of Inclusion Practices and Turnover Intention which effects hiring,

retention and building the women talent pipeline.

Demographic Variables: Executives who are in management cadre at all levels from entry to senior management in PSUs under MoPNG.

3.2 Significance / Rational of the Study

1. Research has indicated that there has been lots of efforts put in by organizations for Diversity and Inclusion of Women employees. These efforts have been mainly focused in the IT and technology sector and that too in the private sector.
2. Many studies and surveys have indicated that majority of women do not reach the top management levels as their retention at the middle management levels is a major challenge.
3. Very few studies pertaining to the impact of Inclusion practices for women employees have been done in the Indian Context especially for the Public Sector Undertakings where initiatives like equal opportunity for men and women, equal pay for men and women, paid maternity leave and legislatures like Prevention of Sexual Harassment of Women at Workplace, 2013 are in place.
4. Mostly studies on diversity and inclusion have focused on IT sector and very few studies pertaining to the impact of Inclusion practices for women employees have been done in the Indian Context especially for the Public Sector Undertakings in the MoPNG, where employees are majorly from engineering and science background.
5. Inclusion and inclusion practices are a grey area and the very few studies were found in the Indian context especially for the PSUs. While PSUs are instrumental in nation building, it becomes important to understand the impact of inclusion practices so as to aid the government thrust areas' in the right direction.

3.3 Objectives of the Study

1. To analyze the relationship of the perceived importance regarding various types of Inclusion Practices of PSUs in MoPNG and impact of Inclusion Practices on Women Executives in these PSUs.

2. To determine the relationship between awareness of Inclusion Practices amongst all employees of PSUs in MoPNG and impact of Inclusion Practices on Women Executives in these PSUs.
3. To analyze the impact of Inclusion Practices on talent pool and talent pipeline of Women Executives in PSUs in MoPNG
4. To propose feasible suggestions on how to address the issue of Inclusion of Women Executives.

3.4 Hypotheses

H_1: There is a significant relationship between the perceived importance regarding various types of Inclusion Practices of PSUs in MoPNG and impact of Inclusion Practices on Women Executives in these PSUs.

H_2: There is a significant relationship between awareness of Inclusion Practices amongst all employees of PSUs in MoPNG and impact of Inclusion Practices on Women Executives in these PSUs.

H_3: There is a significant impact of Inclusion Practices on talent pool and talent pipeline of Women Executives in PSUs in MoPNG.

4 Methodology

4.1 Research Design

"A research design is a plan, structure and strategy of investigation, so designed; with the goal of obtaining solutions to research questions or problems," writes Kerlinger (1973). It comprises a roadmap of the investigator's steps, from developing the hypotheses and considering their operational ramifications through conducting the data analysis in the end. Both exploratory and descriptive research methods are planned to be used in the current study. Exploratory investigations are carried out when a new subject is being researched or when little is known about an area of interest, according to Polit et al. (2001). It is employed to look into the phenomenon's whole nature and other aspects that may be connected to it. The current study is exploratory because it would begin by identifying insights into the research issue and understanding the problem situation in

order to make a conceptual differentiation, there weren't any studies that looked into the impact of inclusion practices in PSUs in MoPNG on women executives. When a researcher cannot influence the study variables and can only describe what happened, they employ a descriptive research design (Kothari, 2004). By gathering and examining data to fully comprehend the problem and scenario, descriptive research also seeks to shed light on the existing issue. This is only achievable if the study is conducted using this methodology [35].

Both Quantitative, (in the form of predictor scales) and qualitative techniques, (in the form of in-depth interview and cases from the organization) will be taken and used for research.

4.2 Sample/ Participants

A sample is defined as "a proportion of a population" by Polit et al. (2001). The proposed sample of the present study consists of executives working in the PSUs of MoPNG Sector as listed by the Ministry of Petroleum and Natural Gas**.** There are total of 11 (eleven) PSUs listed under the Ministry of Petroleum & Natural Gas in India and the sample would be drawn from the total population of executives across these PSUs. The sample will be based on homogenous groups in stratified random sampling.

In a typical PSU organisation structure, there are executive level and non-executive levels in the management. It is planned to develop specific criteria for picking the samples from the PSUs in order to have fair comparison parity. Any executive has to meet these three requirements in order to be included in the study's sample:

- Designation: The respondents' designation as Officer, Engineer, Manager and Executive.
- Requirements: Graduate or postgraduate with a professional qualification.
- Work Experience: Having at least a year of work experience would be preferred for the respondents.
- The study would be focused on the executives only, from the entry level to the top level.

4.3 Exclusion:

- The sample will exclude the employees at the director or board level positions as they are governed by Appointments Committee of the Cabinet under Department of Public

Enterprises.

- The sample will exclude all those organizations which are listed as joint ventures or subsidiary organizations of the listed PSUs under MoP&G.

4.4 Data Collection:

A structured questionnaire is being planned to be distributed to management employees in the PSUs under MoP&G as part of the survey method used for primary data collection. To accomplish the study's goals, statistical tools are being planned to examine the data that would be gathered. The secondary data gathering method will be through a thorough literature review and compilation of journal articles, reports, white papers, related book chapters, and thesis research for the aim of conceptual comprehension and thesis authoring.

i) Primary Data collection:

- **Universe of the study**: There are a total of 11 PSUs listed under the aegis of MoP&G. There are few Joint Ventures and Subsidiaries formed by these PSUs and they are not part of the universe being considered. The study plans to cover all those PSUs. It is planned to include executives in the management from entry-level to senior management levels except the board level position.
- **Sampling design:** It is proposed to use purposive sampling technique for selecting the sample from the population. To quote Kothari (2004), "Purposive sampling method involves deliberate selection of particular units of the universe for constituting a sample which represents the universe." The sampling based on based on homogenous groups in stratified random sampling to justify the achievement of the specified objectives of the study.
- **Tools:** Structured interviews with the HR Managers for collections of data on Inclusion Practices and structured questionnaire for the respondents are being planned.
- **Techniques**: Likert scale might be used to garner response from the respondents along with qualitative questions. Regression Analysis will be applied on the data thus collected.

- **Statistical consideration/ software applications** – Microsoft Excel and SPSS might be used for the statistical analysis once the data is collected. While Microsoft Excel will be used to clean the data and organize the data for the further processing by the software SPSS. Data analysis for descriptive and bivariate statistics, numerical outcome forecasts, and predictions for group identification are all provided by SPSS.

ii) Secondary Data collection

A thorough literature review and compilation of journal articles, reports, white papers, related book chapters, and thesis research will be carried to understand the various constructs better and also to draw some parallels of the study being planned.

iii) Procedure

The survey questionnaire is planned to be emailed by taking due permissions from the concerned authority. The email along with the questionnaire would clearly state the purpose of the study and confidentiality would be highlighted.

4.5 Ethical Considerations:

In order to offer informed consent, participants in study must be aware of its goals, procedures, risks, advantages, and alternatives before choosing to participate [36]. As the study involves few organizations so issues like informed consent, anonymity, confidentiality of data and the use of results for study purposes will be declared to all units participating in the study. The respondents will also be ensured of the confidentiality of their responses and the identity will not be disclosed to their employers or otherwise. This will be done to ensure that the responses thus being received will be as truthful and without any apprehension of being called out for.

5 Data Analysis / Discussion

It is proposed to make use of software like MS Excel and SPSS to analyze the data which is expected to be collected through the research process of this study. Descriptive statistics, the t-test, one-way ANOVA, and correlation analysis are among the few methods which might be used to conduct the analysis. As the constructs will be measured on different variables, each

variable will be analyzed using any of these statistical technique to understand their significance to achieve the listed objectives.

6 Limitations & Delimitations

- The study plans to focus only on PSUs and that too under the MoP&G. There are other PSUs in different sectors which could be covered in similar studies but due to lack of resources have to be left out.
- The MoP&G has joint ventures and subsidiaries also listed on their website, which are not being included. It would give any study a thorough perspective if they were to be included, but again due to resource constraint, they have not been included as it is presumed that the top management being common with the main listed PSUs, the philosophy of Inclusion would be similar to that of parent companies.
- Private sector organizations could also be covered under similar study but the researcher is of the notion that these organizations might not be forthcoming in the access to the data and their employees as compared to the PSUs.

7 Work Plan of the Research

The various phases of the research activity are as described below:

Phase I: Literature review by March 2023

Phase II: Theoretical model by June 2023

Phase III: Scale development & Pilot study by Oct 2023

Phase IV: Data Collection Feb 2024

Phase V: Data analysis June 2024

Phase VI: Conclusions, recommendations and submission of thesis November 2024

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